

MORRISON, PATHWAYS AND ARIZONA CTE STRATEGIC PLAN

CHALLENGES - POSSIBLE SOLUTIONS - CHAMPIONS

MORRISON REPORT CHALLENGES	POSSIBLE SOLUTION	CHAMPION
Lack of Data	Integrate a Statewide Longitudinal Data Collection System to measure CTE student performance and outcomes into the current state initiative to implement a comprehensive statewide data system for all of education.	Arizona Department of Education
Funding Cuts	Expand the initial research done by the Morrison Institute on the impact of CTE on student secondary attendance, retention and post-secondary career and college success. These outcomes documented could serve as the basis for restoring funding cuts to ninth grade CTE and expanding funding for CTE in the future.	Morrison Institute – Arizona’s Educational Foundations are a potential source of funding for this expanded research
Absence of Embedded Credit Courses and Highly Qualified Teaching Requirement	<ol style="list-style-type: none"> 1. Establish a rigorous process for determining which CTE programs have embedded academic credit. 2. Provide for the acceptance of academic credit earned through CTE in the state’s community colleges and universities. 3. Provide alternate means for CTE teachers to demonstrate their qualifications to deliver academic content. 4. Find a solution to the Federal “Highly Qualified” issue. 	Arizona Department of Education/ CTE Division
Teacher Attrition	1. Scale up the Arizona Curriculum Consortium Curriculum Development and Professional Development effort for all new CTE teachers	Members of AZ CTE Curriculum Consortium

	<p>especially those entering teaching from industry.</p> <p>2. Deliver premier teacher preparation especially for those entering teaching from industry.</p>	
High School Graduation and State University Admission Requirements – Crowding out CTE at the secondary level	<ol style="list-style-type: none"> 1. Integrate the Common Core into CTE programs. 2. Recognition of Embedded Academic Credits in CTE by Arizona community colleges and universities. 3. Repeal the 4th math credit and 3rd science credit. 	State Board of Education, Community College Boards, and the Arizona Board of Regents
Lack of Integration between Career Planning and Postsecondary Education	Identification of content consistent Career Awareness and Exploration experience for all students prior to the ninth grade. All students would enter the ninth grade with an Individual Career Plan.	Arizona Department of Education
Absence of Work-Based Learning Opportunities	Establish a State Business and Industry entity to determine best practices in expanding work experience opportunities for all students prior to graduation from high school and expanding business and industry participation in the state's CTE programs.	Arizona Chamber of Commerce
Uneven implementation and funding of dual-enrollment programs	Establish a state articulation agreement between the state's high schools, JTED's, community colleges and universities that provide a seamless system for students pursuing post-secondary education.	State Board of Education, Community College Boards, Arizona Board of Regents – Coordinating Champion Arizona Department of Education
Obtaining Industry-Recognized Credentials upon completion of CTE programs.	<ol style="list-style-type: none"> 1. Catalogue the industry credentials associated with the 16 career clusters. 2. Establish criteria for evaluating the 'value' of the credential in terms of gaining and sustaining employment to 	Arizona Department of Education/ Career and Technical Education Division

	<p>the student.</p> <p>3. Begin measuring the attainment of industry credentials by CTE students and correlate that data with placement data.</p>	
ARIZONA PATHWAY CHALLENGES	POSSIBLE SOLUTIONS	CHAMPION
Lack of a common definition of key terms like career ready, college ready, educational success, seamless, pathways, work experience, career awareness, business and industry partnerships, etc.	Convene a stakeholders meeting to craft a common definition of key terms associated with implementing multiple pathways to career and college success.	Arizona Ready Council or the Center for Arizona's Future
There is no systematic career awareness and exploration experience for Arizona students prior to entering ninth grade resulting in an Individual Career Plan.	Establishment of content consistent Career Awareness and Exploration for all students prior to the ninth grade. Students would enter the ninth grade with an Individual Career Plan.	Arizona Department of Education
Not all educational pathways that lead to a person obtaining economic independence are currently equally valued by a variety of stakeholders like parents, students, business, etc.	Implement a data driven cultural shift campaign targeted at specific audiences whose intent is to communicate the multiple pathways that can lead to an individual obtaining economic independence.	Expect More Arizona
Insuring that ALL Career and Technical Education programs are of high quality both in terms of delivering a total program and alignment with career opportunities following completion, based on industry validated competencies and whenever possible linked to and industry recognized portable credential	Conduct a quality assessment of CTE programs in the state. Where deficiencies are found the school will be required to develop an improvement plan. Programs which fail to make improvements in two years will not be eligible for state or federal CTE funds.	Audit Tool – Arizona Department of Education Audit – Auditor General's Office
Lack of Data	Integrate a Statewide Longitudinal Data Collection System to measure CTE student performance and outcomes into the current state initiative to implement a comprehensive statewide data system for all of education.	Arizona Department of Education/State Superintendent
Insuring that all Pathways result in an	Review of the Common Core and Pathway	One of more of the following : Center for

educational experience normed with the very best in the world.	competencies to insure they are normed with global career and college ready standards.	Arizona's Future, Arizona Department of Education, Morrison Institute
Insuring that the applied learning method associated with the delivery of quality CTE programs is applied to educational content of all kinds.	<ol style="list-style-type: none"> 1. Utilizing professional development staff from the JTED's conduct professional development workshops for state K-12 educators on applied learning techniques for delivery of the Common Core and other academic content. 2. In a similar fashion conduct applied learning methods workshops for professors in our state teacher education programs. 	JTED's
Enhancing business and industries involvement in improving the state's educational system including CTE programs.	Establish a State Business and Industry entity to determine best practices in business and industry involvement in the state's educational system.	Arizona Chamber of Commerce
Rural Arizona	Convene a Town Hall to identify how to insure quality CTE Pathways in rural and isolated part schools in the state.	Coordinated by Rural JTED's
Coordination of the Pathways and Morrison Report Challenges	Request Expect More Arizona to serve as the coordinating body for implementation of these solutions.	Expect More Arizona
Lack of models for addressing one or more of these challenges and plans for bring successful models to scale.	Secure public and private funding for establishing CTE Pathway models which are scalable.	Expect More Arizona
ARIZONA CTE STRATEGIC VISION ELEMENTS	POSSIBLE SOLUTIONS	CHAMPION
Students experience a seamless college and career development process.	Establish a state articulation agreement between the state's high schools, JTED's, community colleges and universities that provide a seamless system for students pursuing post-secondary education.	State Board of Education, Community College Boards, Arizona Board of Regents – Coordinating Champion Arizona Department of Education

Students acquire the knowledge, skills and behaviors needed for college and career success.	Establish a organizationally consistent curriculum for all occupationally viable CTE programs including assessments that are whenever possible matched to an industry credential.	Arizona CTE Curriculum Consortium
Contextual and applied learning is utilized by all schools as the primary method of delivering all educational content.	Require for all forms of certification an Applied Learning Methods course. The course content should be developed by CTE and other instructors and professional development professionals with a proven record of applied learning instruction.	Teacher Preparation Program, ADE Certification, JTEDs and ACTEAZ Premier Program Series
All high school students have the opportunity to obtain core subject credit through CTE programs.	<ol style="list-style-type: none"> 1. Establish a rigorous process for determining which CTE programs have embedded academic credit. 2. Provide for the acceptance of academic credit earned through CTE in the state's community colleges and universities. 3. Provide alternate means for CTE teachers to demonstrate their qualifications to deliver academic content. 	Arizona Department of Education
All CTE programs are delivered through a totally integrated CTE delivery model that includes classroom instruction, laboratory instruction, applied core and technology concepts, work based learning with community partnerships, and personal/leadership development.	Conduct a quality assessment of CTE programs in the state to insure all components of a quality program are being executed. Where deficiencies are found the school will be required to develop an improvement plan. Programs which fail to make improvements in two years will not be eligible for state or federal CTE funds.	<p>Arizona Department of Education-CTE Joint Technical Districts</p> <p>Note: Some business have successfully used peer audits for issues like safety and quality. A similar approach could be used for conducting these quality audits benefiting both the auditors and those programs being audited.</p>
All students have access to at least one quality CTE program – without restrictions of time of day, type of learning environment, and	Convene a Town Hall to identify how to insure quality CTE Pathways in rural and isolated part schools in the state. While access can be an	Rural JTED's, ADE/CTE

geographic location.	issue in other locations this is primarily a concern for rural and isolated schools in the state.	
Career and Technical Education is viewed as an essential part of a world-class education.	Implement a data driven cultural shift campaign targeted at specific audiences whose intent is to communicate the multiple pathways that can lead to an individual obtaining economic independence.	Expect More Arizona
All CTE teachers participate in continuous professional development to ensure quality instruction and alignment with industry standards.	Form a Arizona CTE Professional Development Consortium thought the JTEDS with involvement of the CTE Business Coalition at the Arizona Chamber of Commerce to identify and execute professional development activities including in business internships to insure CTE teachers are current on the knowledge, skills and behaviors associated with success in the occupations associated with their program area.	JTED's, Arizona Chamber of Commerce, ACTEAZ/JTED's Premier Program Series
High school graduates complete a quality career concentration program that offers the opportunity to obtain dual enrollment and/or industry credentials.	Identification of content consistent Career Awareness and Exploration experience for all students prior to the ninth grade. All students would enter the ninth grade with an Individual Career Plan.	Arizona Department of Education
CTE programs are continually evaluated to ensure alignment with career opportunities that provide economic independence and self-sufficiency.	Conduct a quality assessment of CTE programs in the state to insure all components of a quality program are being executed. A key audit component would be insuring the audited program has documentation that demonstrates it is aligned with career opportunities for program completers to gain economic independence and self-sufficiency. Where deficiencies are found the school will be required to develop an improvement plan. Programs which fail to make improvements in	Arizona Department of Education-CTE Note: Some business have successfully used peer audits for issues like safety and quality. A similar approach could be used for conducting these quality audits benefiting both the auditors and those programs being audited.

	two years will not be eligible for state or federal CTE funds.	
All students complete work-based experience programs and demonstrate workplace employability skills.	Establish a State Business and Industry entity to determine best practices in expanding work experience opportunities for all students prior to graduation from high school and expanding business and industry participation in the state's CTE programs.	Arizona Chamber of Commerce
A coalition of community, education, governmental, and industry sources provide resources to ensure the quality delivery of the total CTE delivery model.	Annually convene the stakeholders to draft a legislative agenda that identifies the resources needed to implement the solutions identified in this document.	Arizona CTE Commission